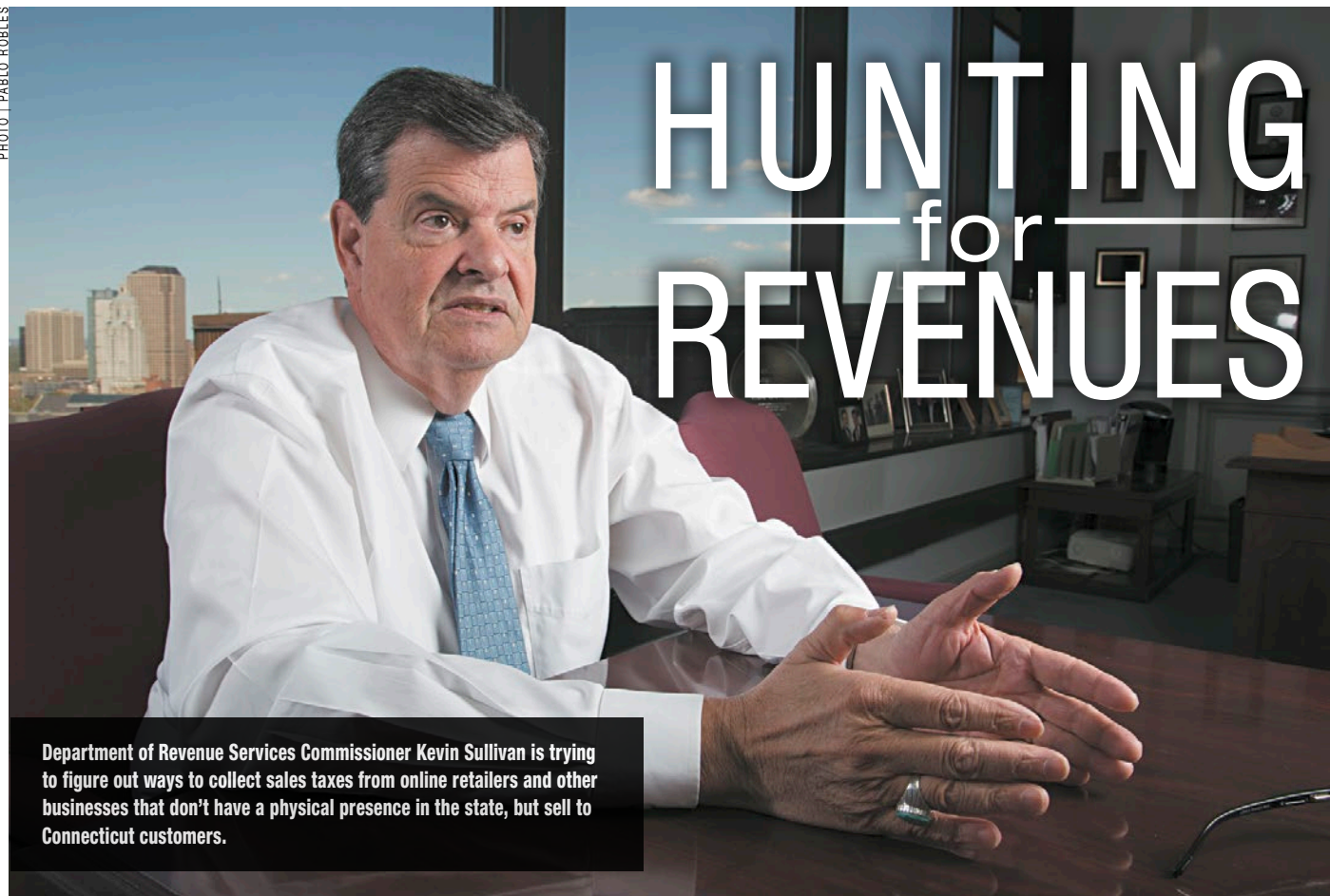


PHOTO | PABLO ROBLES



HUNTING for REVENUES

Department of Revenue Services Commissioner Kevin Sullivan is trying to figure out ways to collect sales taxes from online retailers and other businesses that don't have a physical presence in the state, but sell to Connecticut customers.

CT pushes to collect taxes from remote companies

By Matt Pilon

mpilon@HartfordBusiness.com

Connecticut's tax commissioner and other officials want to write the next chapter in an ongoing push to collect tax revenue from online companies and others located outside the state. Several years after the state got online retail giant Amazon.com

to begin collecting and remitting millions of dollars a year in sales tax to Connecticut's coffers, Department of Revenue Services Commissioner Kevin Sullivan is eyeing a new target: Airbnb, an online marketplace that collects a fee for allowing property owners to list and rent lodging to travelers.

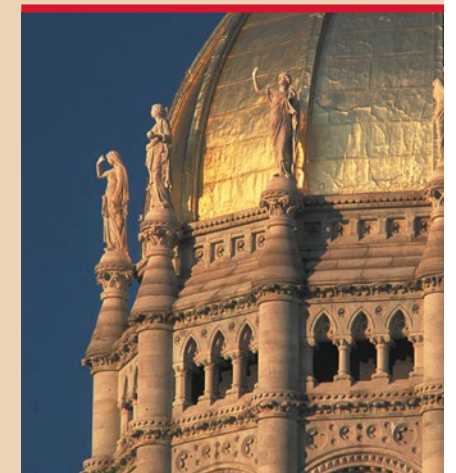
Continued on page 12



EXECUTIVE PROFILE

Bankers' Banker

Craig Howie, president and CEO of Bankers' Bank Northeast in Glastonbury, experienced a near fatal bike accident in 1984. Find out how it changed his outlook. **PG. 5**



Legislative Wrap-up

HBJ recaps six bills passed by the House and Senate this legislative session that will impact a wide range of industries. **PG. 13**

As a 'back-office' venue, Hartford ranks high

By Gregory Seay

gseay@HartfordBusiness.com

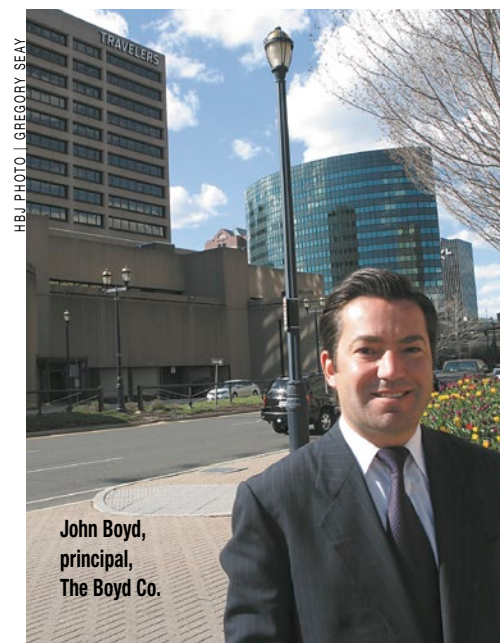
Hartford's geography and its pool of highly educated, skilled talent have long made it a desirable locale for corporate headquarters and other front-office presences.

But Hartford also presents a compelling, money-saving case for companies to install or relocate their "back-office" operations to the city and state, according to a new report by Princeton, N.J., corporate-location advisor

The Boyd Co. Back-office usually describes the non-revenue-generating administrative, data-processing, and other operational- and customer-support systems and services on which companies rely.

Relatively low office rents and other corporate operating overhead offered in Hartford and its "ring" towns make the region an attractive option for back-office operations compared to Boston, New York City and other major North

Continued on page 14



John Boyd,
principal,
The Boyd Co.

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CT weighs tougher building codes to combat climate change

By John Stearns

jstearns@HartfordBusiness.com

The homebuilding industry is taking a wait-and-see approach to Gov. Dannel P. Malloy's recent executive order directing state agencies to strengthen building codes in response to climate change.

Homebuilders aren't opposed to stronger codes where necessary, particularly in wind-prone areas along the coast, but want decisions based on sound research and cost-benefit analyses. Most importantly, they don't want regulations that price customers out of the market, said Bob Hanbury, a longtime builder and co-owner of Newington-based House of Hanbury Builders Inc., which does residential remodeling and additions. Hanbury is active in the industry, including serving on committees for the International Existing Building Code and on the board of the Home Builders & Remodelers Association of Connecticut Inc.

"The motives are good, we just want to make sure the outcomes are as good as the motives," Hanbury said.

Executive order

In April, Malloy issued an executive order instructing the Department of Administrative Services, Department of Energy and Environmental Protection (DEEP) and the Insurance Department to work with the Office of the State Building Inspector to ensure that the next revision to the State Building Code contains standards that increase the resiliency of new and renovated homes and buildings.

Malloy hasn't proposed anything specific, but said measures to consider include sealing seams in roof decks to guard against water infiltration if shingles blow off; stronger tie-downs of roofs to building structures; and impact-resistant glass in high-wind areas.

Many measures to make buildings more resilient are relatively inexpensive, he said. He also cited research that every \$1 spent on resiliency measures can save \$4 in insurance claims.

The Insurance Institute for Business & Home Safety (IBHS) backed Malloy's recommendations. The institute released a report last year on the progress of 18 hurricane-prone coastal states along the Gulf of Mexico and the Atlantic Coast in strengthening their residential building-code systems.



Bob Hanbury, co-owner of House of Hanbury Builders Inc., seen here at a project his company is doing to expand a veterinary clinic in Farmington, says Connecticut builders already have a strong record of compliance with building codes, from design to construction to inspection. He supports stronger building codes that make sense for the area they're applied.

Connecticut scored 88 out of a possible 100, ranking it fifth best among the 18 states, up from a score of 81 in 2012.

Top-rated states have strong statewide residential building codes and regulatory processes for building officials, homebuilders and residential construction contractors, IBHS said. It evaluated 47 key data points to assess the effectiveness of states' residential-building-code programs, including code adoption and enforcement; building official training and certification; and licensing requirements for construction trades that implement building

code provisions, IBHS added.

IBHS cited a study conducted by Texas A&M University on hurricane-related building requirements in Texas that found the benefits of adopting the code provisions exceeded the costs by a factor of 4.5 to 7.

Timothy Reinhold, senior vice president, research and chief engineer at IBHS, cited a study done at the organization's South Carolina research center that tested a duplex in a hurricane simulation. One side of the duplex had its roof deck sealed, at a cost of about \$500, the other didn't. The differences in estimated

losses between the two sides were about \$10,000, he said, or 20 times the cost of sealing.

Hanbury would like to see homeowners get a reduction on insurance premiums for building to higher standards that will save insurers in disasters. Reinhold said some insurers offer incentives, but it differs from state to state.

Builders want standards that make sense and don't price customers out of the market, Hanbury said.

"Will people be able to buy an affordable

Continued ▶



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▶ Building Codes

home in Connecticut if we overbuild on a regular basis compared to our neighbors?" he asked. "Is it worth the extra expense? That should be an individual decision, not a mandate," unless a home is in a target zone for severe weather.

Some of the governor's ideas wouldn't necessarily make sense on a statewide basis, he said.

"But if we target it to the real high-wind zones ... I'm willing to listen to that — that's smart," Hanbury said.

Reinhold said there are ways to make buildings more resilient at different price points.

"We've had Habitat (for Humanity) homes built to higher standards," he said. "But again, we tend to base it on the risk, so that in Connecticut, we would be looking at the coastal areas. When you get inland, the risk does

drop. You're probably more at risk of trees falling on you, which is a different risk."

Added Reinhold, "You don't want to make things so expensive that people can't afford to live."

Severe weather threats

Jessie Stratton, director of policy for DEEP, said talks among state agencies would lead to a code that is more appropriate for the changing climate.

It's not just coastal areas that are prone to trouble, it's also inland riverine areas subject to flooding, she said.

DEEP is concerned about rising sea levels and more intense storms, particularly stronger nor'easters, she said.

Hurricane Sandy destroyed homes along the coast in 2012 and left behind \$500 million in private insurance claims in the state,

according to the Insurance Information Institute.

"We may or may not get hurricanes, but we clearly are getting more and more nor'easters," Stratton said. "When you have prolonged rain events that often accompany a nor'easter, you're going through multiple tide cycles and so you have whatever impact there is from rising sea level combined with the water and then any kind of wind-driven storm surge."

Connecticut has more insured property value along its coast than any other state but Florida, she said.

"It's a significant issue in terms of maintaining the values of those properties and trying to ensure both the safety of people behind those properties, but also the property has a better chance of being resilient to increased storms," Stratton said. ■

HARTFORD BUSINESS JOURNAL

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Hartford Business Journal (ISSN 1083-5245) is published weekly, 52 x per year — including two special issues in December — by New England Business Media LLC, 15 Lewis Street, Suite 200, Hartford CT 06103. Periodicals postage paid at Hartford, CT.

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Craig Howie

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Highest education: MBA in finance, Drexel University.

Executive insights:

"There is no replacement for good service and I think if you provide good service, it will always be repaid to you."

Craig Howie is trying to add insurance and technology-related ventures to Bankers' Bank's menu of services to local lenders.

Survivor Howie serves as banker's banker

By John Stearns

jstearns@HartfordBusiness.com

Lying near the road, Craig Howie remembers waking to a man telling him, "Don't worry, I was a medic in the Army."

"I'm like, 'Oh, God,' then I started to get worried," Howie said, recounting the day in 1984 he was struck by a car while jogging and launched about 30 feet onto the medic's lawn. The man told Howie not to look at his leg.

"So of course, what's the first thing you're going to do?" Howie said. "You're going to look at your leg — and I see two bones sticking out." He passed out again.

Howie, president and CEO of Bankers' Bank Northeast (BBN) in Glastonbury since 2013, was about to graduate from college. At 6-5, he played Division III basketball for Susquehanna University in central Pennsylvania and was running to keep in post-season shape.

With the vehicle coming from behind, Howie could sense the driver losing control on the wet pavement and pushed away from the car as he was hit, snapping off its side mirror. The driver, who stopped to check on him before leaving and before Howie faded out, was someone he recognized from college and whom Howie identified for police.

Howie spent six months in a cast and gained a new perspective, mellowing a bit and realizing how close he came to a tragic ending.

After the accident, Howie, who had planned to go to Virginia Tech for graduate school, opted to get his MBA closer to his Philadelphia home, at Drexel University.

He started his career as a mortgage banker at then-GMAC Mortgage, went to the former Chemical Bank and most recently spent 22 years in several roles at Federal Home Loan Bank of Pittsburgh, which provides funding for affordable housing and community development to member financial institutions, including about 300 community banks.

"That was really kind of, for me, the more appealing customer base ... because you felt like you were impacting their business," Howie said, calling community banks an American ideal and economic engine.

BBN is a correspondent bank, or bank for bankers, providing services a retail bank needs to serve its public. Its services

for roughly 175 member banks and some credit unions in New England and New York include check processing, coin and currency services, processing wire transfers and more.

"We aggregate and intermediate," Howie said.

BBN intermediates between the community bank and other banks. It also aggregates the transactions of its community banks to get more favorable pricing than individual banks could get alone, he said.

Bankers' Bank, founded in 1998 to provide correspondent services, is forming a holding company to branch into additional businesses, including insurance and technology-related ventures, to diversify its revenues and provide more services for members.

"It's kind of a new venture for us and that's ... where we see the growth of our business," but also have a greater impact on clients, "which, to me, being like a cooperative, is more important," Howie said.

Technologies it's developing would allow BBN customers to buy and sell loans; another

would aim to save clients money in document storage. The new ventures could expand the 30-member staff about 25 percent within a couple years.

Howie's not afraid to try new things, said Rheo Brouillard, president and CEO of Wilimantic-based Savings Institute Bank and Trust Co. and chairman of BBN's board.

"He's got some good ideas; his experience, I think, gives him a leg up on trying to do what Bankers' Bank does," Brouillard said.

Brouillard cites Howie's professional, calm demeanor.

"He's just the kind of guy I think people are comfortable around, he doesn't try to impress anybody," Brouillard said.

Howie came to Connecticut for the opportunity to lead a bank and stay in community banking. He values honesty.

"I can live with yes, I can live with no, but I can't live with maybe, so be honest with people," he said.

Howie, 54, and his wife, Dottie, have a son, 22, who stands 6-10 and is a junior at Virginia Tech, and two daughters, 25 and 27, schoolteachers in Charlotte, N.C.

The couple enjoy exploring Connecticut, including by bike via rails-to-trails.

An interesting discovery? "The farms in Connecticut" and their varied crops, he said. "You'd never think of it." ■

Check out a video clip of Craig Howie's interview at hartfordbusiness.com.

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BY THE NUMBERS

3,902

The number of homeless residents counted in Connecticut in 2016, which was down 4 percent from a year earlier, according to the Point-in-Time Count report.

\$225,000

The median sales price of a single-family home in Connecticut during the month of April, down from \$232,000 in the year-ago period.

1.7%

The percentage of Connecticut mortgages in foreclosure in March, down from 2 percent a year earlier.

\$5M

The amount of money the town of West Hartford is offering UConn to buy the school's West Hartford campus, which is less than half the amount of a previous offer.

TOP 5 MOST READ

on HartfordBusiness.com

- Senate GOP leader blasts CBIA
- Quinnipiac to launch engineering school
- ADP: CT 2nd worst in job growth
- Grant Thornton moves to downtown
- Yale deemed best college value in CT

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TOP STORY

Budget to close FY 2017 deficit

State lawmakers late last week debated in special session a \$19.7 billion spending plan for the 2017 fiscal year that would help close a projected \$1 billion deficit.

According to the legislature's Office of Fiscal Analysis, the revised midterm budget makes combined General Fund changes of \$961.6 million, including \$844.1 million in expenditure cuts and no tax increases.

A major part of the budget is approximately \$300 million in salary reductions for state employees. This could result in up to 2,500 layoffs.

The budget also revises how the Office of Policy and Management and the nonpartisan Office of Fiscal Analysis calculate estimates for future expenditure growth.

Currently, OPM and OFA determine growth based on current spending. The proposed bill would calculate growth only through fixed-cost drivers, which would include debt service, Medicaid, pensions and other entitlements.

GOVERNMENT, POLITICS & LAW

Law establishes entrepreneur learner's permit program

Similar to a driver's permit program, the governor has signed into law legislation creating an entrepreneur learner's permit program. While it doesn't require a road test, it does provide entrepreneurs just starting out a two-year grace period.

The idea behind the new law, which takes effect July 1, is to assist first-time entrepreneurs in starting new information services, biotechnology and green technology businesses by providing reimbursements to them for any state filing, permitting or licensing fees associated with the formation of such a business in the state. The program will be overseen by Connecticut Innovations.

ACCOUNTING

Grant Thornton moves to downtown Hartford

Chicago accounting firm Grant Thornton LLP has finally found its new downtown Hartford home.

The accounting-consulting firm said last week it relocated its temporary Rocky Hill office to 90 State House Square downtown. The national firm entered Connecticut in 2011 following its acquisition of Boston-based CCR LLP, which had a Glastonbury office. Grant Thornton said it is occupying 7,928 square feet of space in its new Hartford quarters and has plans to double its Connecticut workforce over the next two years.

Grant Thornton, which also has a newly designed Stamford office, had 19 local CPAs and 40 staff in Connecticut as of Aug. 2015, according to Hartford Business Journal's Book of lists.

ECONOMY & LABOR

Homelessness continues to drop in CT

Connecticut continues to make gains in its effort to end homelessness, according to a new annual count of homeless residents in the state.

The Point-in-Time Count report released last week showed that overall, homelessness in Connecticut is down nearly 4 percent compared to 2015, and has dropped by 13 percent since 2007. The report identified 3,902 individuals experiencing homelessness, down from 4,038 residents in 2015, the previous low point in the annual count.

BIOSCIENCE

Jackson Lab discovery may lead to new ways to treat brain diseases

Researchers at Jackson Laboratory in Bar Harbor, Maine, and their collaborators said they have found that the buildup of certain molecules in the brain may lead to diseases such as Alzheimer's and Parkinson's and Lewy body dementia.

Their finding, published in the Proceedings of the National Academy of Sciences, shows that a buildup of the basic building blocks of lipid molecules called "sphingolipids" could be linked to epilepsy, dementia and other neurodegenerative diseases, according to the researchers, who add that understanding how sphingolipids work may lead to new approaches to treating those diseases.

ADVERTISING, MEDIA & MARKETING

New Bradley marketing effort urges travelers to 'love the journey'

The Connecticut Airport Authority got a briefing last week on the new marketing campaign for Bradley International Airport — a blunter, catchier, more technologically up-to-date version than in past years.

The campaign — which urges travelers to "love the journey" — involves digital, radio, television and print advertising, including digital billboards, and many ads aimed at passengers on Metro-North trains to and from New York City.

"What we're really selling is convenience," CAA Executive Director Kevin Dillon told the board members. "We're trying to show people the distinction between this airport and the other competing airports."

The campaign targets business and leisure travelers in Fairfield, New Haven, and New London counties, Springfield, and Albany, "where people are deciding among nearby airports," said Dan Odonnell of the Odonnell Co., which is managing the campaign. (Journal Inquirer)

EDUCATION

Yale deemed best college value in CT

Yale is considered the best value for a college education in Connecticut. It took that top spot from UConn in a study released last week.

SmartAsset's second annual Best Value Colleges study shows Yale leads for Connecticut this year, after the list was topped by UConn in 2015. Schools were ranked as a result of their performance in categories including scholarships provided, starting salary, tuition, living costs and retention rate.

Yale had an overall education value index of 80.64, according to SmartAsset, which gave 25 percent weighting to starting salary, tuition, and living costs; and 12.5 percent weighting to scholarships and grants and student retention rate.

UConn had a score of 64.67. The remaining top five schools in Connecticut and their scores were: Trinity College, 54.21; Fairfield University, 51.28; Wesleyan University.

Quinnipiac to launch engineering school

After a \$9 million investment, Quinnipiac University will launch its new school of engineering this fall. It will be the Hamden university's ninth school.

Justin W. Kile has been appointed founding dean of the new School of Engineering.

It will offer programs in civil, industrial, mechanical and software engineering leading to bachelor of science degrees. In addition, it will offer a bachelor's degree program in computer science.

For the last four years, engineering courses have been offered by Quinnipiac's School of Business and Engineering.

HEALTH CARE

UConn Health moves patients into new hospital tower

UConn Health has begun moving patients into its new 11-story John Dempsey Hospital tower in Farmington.

About 80 to 100 inpatients took part in a move last week, according to a notice from UConn Health.

The new hospital tower includes 169 single-bed inpatient rooms, an expanded new emergency department and 28 bed intensive-care unit, among other features.

REAL ESTATE



A new housing subdivision in Southington is looking for a buyer.

Home, condo sales up sharply but median prices slip

Connecticut saw a 21 percent spike in single-family home sales in March. Condo sales were up 11 percent. Both are balanced against a drop in the median sales price.

The Warren Group, publisher of The Commercial Record, reports 2,139 single-family homes sold in Connecticut during the month compared with 1,768 sold in March 2015. It was the highest March total since 2007. Year-to-date, sales are up 25.6 percent with 5,652 transactions compared with 4,501 during the same timeframe a year ago.

The median price of a single-family home fell by 3 percent in March to \$225,000 compared with \$232,000 a year ago.

Condominium sales statewide posted a double-digit increase in March, rising 11 percent to 564 sold, up from 507 the same time a year ago. The median sale price for condos in March posted a decrease of 3.3 percent, falling to \$145,000 from \$150,000 in March 2015.

West Hartford offers \$5M for UConn campus

UConn says the town of West Hartford has tentatively offered \$5 million — less than half the amount of a previous offer — for its 58-acre satellite campus that the university plans to vacate next year.

The state's flagship university confirmed the town invoked its "right of first refusal" for its West Hartford campus. By fall of 2017, UConn will have closed the campus and opened a new one in downtown Hartford.

The university said West Hartford's \$5 million offer "is a fair reflection of the property's value, since that value depends on its use."

The university's board of trustees and the West Hartford town council must approve the proposed deal, the school said.

China's Weiming Educational Group had previously offered \$12 million for the property on which it planned to create and operate a private high school for some 500 pupils.

Friendly's co-founder selling Monticello replica mansion

The house that ice cream built is for sale in Somers. Friendly's co-founder S. Prestley Blake is selling his mansion, a replica of Thomas Jefferson's Monticello estate.

Blake had the nearly 10,000-square-foot residence built for the occasion of his 100th birthday. He worked with general contractor to precisely replicate the brick neoclassical-style exterior of Monticello, utilizing all of the same materials Jefferson used to create his plantation home.

The restaurant magnate invested \$8 million in construction of the residence that offers five bedrooms, five full- and four-half baths on 9.27 acres. The property features seven fireplaces, a three-car attached garage with a sun deck above, and 12 miles of horse trails next to the property that can never be developed. Previously offered for \$4.9 million, it will sell to the highest bidder regardless of price through New York City-based Concierge Auctions.

WHAT'S AHEAD:

- 5/23 Focus: **Manufacturing**
- The List: **CT Ex-Im Bank Deals**
- Nonprofit Profile: **CT Humane Society**

CALENDAR

THURSDAY, MAY 19

Sports Marketing with the Hartford Yard Goats

The American Marketing Association Connecticut Chapter will be hosting a nighttime discussion on the marketing challenges around the Hartford Yard Goats.

Mike Abramson, assistant general manager for the Hartford Yard Goats, will be the featured speaker and he will discuss the advantages and challenges of branding Dunkin' Donuts Park as well as the rebranding of the Hartford Yard Goats.

The event runs from 6 p.m. to 8 p.m. at City Steam Brewery, 942 Main St., Hartford.

Cost to attend is: \$15 AMA members; \$25 nonmembers.

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Dramaturg Fiona Kyle (starting left) actresses Brenda Pressley and Olivia Cole, and Director Jade King Carroll discuss Hartford Stage's production of "Having Our Say: The Delany Sisters' First 100 Years" during a recent salon at the Harriet Beecher Stowe Center in Hartford. Partnerships between cultural tourism organizations like the theater and center reflect a growing trend to collaborate on programming to expand their audiences.

Cultural tourism outlets partner to grow audiences

By Patricia Daddona
Special to the Hartford Business Journal

As cultural tourist destinations, the Hartford Stage and Harriet Beecher Stowe Center exemplify an evolving trend, in which organizations share programming to reach wider audiences.

On April 6, for example, the organizations collaborated when actresses from the drama, "Having Our Say: The Delaney Sisters' First 100 Years," discussed race and gender barriers with the center's afternoon "Salons at Lunch" audience.

The center preserves the legacy of its namesake, the author of the ground-breaking anti-slavery novel "Uncle Tom's Cabin."

While the center's crowd of 50 people and the salon's free tickets did not by themselves necessarily raise the profile (or revenues) of the two organizations, the center's Executive Director Katherine Kane says that partnering works.

Engagement at the Harriet Beecher Stowe Center has grown from just under 23,000 visits annually eight years ago to about 40,000 people a year now, and the salons and partnering are both part of the reason, she said.

"The Stowe Center has a programmatic niche that fits with our historic character and makes it easier to partner successfully," she said, "because decisions are being made around meaningful content that works for both sets of audiences."

Partnering is a trend that, while not completely new, is used more and more to jumpstart cultural tourism, according to David Henderson, director of marketing, sales and communications for Hartford Stage, and Richard Benfield, head of the geography department at Central Connecticut State University.

On April 27, they elaborated on the collaboration trend at a session on cultural tourism innovation at the Connecticut Governor's Conference on Tourism at the Connecticut Convention Center in Hartford.

"As the media has become so splintered and you need to reach more and more people through relationships, there's been a lot more partnering," Henderson said.

He cited the "Play! In CT" collaboration of six regional theaters that marketed drama along a "trail" modeled after a fall foliage trail. The effort yielded \$15,000 in annual economic impact for each of the past two years for the theater companies and lodging partners, he said.

Benfield, who is also vice president of the board of



Harriet Beecher Stowe Center visitors Phyllis Satter (left) of Avon, and fellow patrons share opinions during the nonprofit's recent "Salons at Lunch." The salon was a joint effort with Hartford Stage and the talk was based on the Stage's production of the play "Having Our Say: The Delaney Sisters' First 100 Years." The organizations' collaboration is part of a growing trend on the part of cultural tourist outfits to partner on programming to expand their audiences.

directors for the New Britain Symphony Society, said in 2014 the society partnered with the American Watch and Clock Museum in Bristol to offer a themed concert that attracted 500 patrons.

Both organizations were "delirious" over the large turnout, he said.

"It's just greater awareness and exposure for both organizations," he explained. "People today are much more eclectic and wide-ranging in their interests and in forming partnerships. You cater to that."

Partnering is becoming a staple, in part, because cultural tourism represents only about 14 percent of all tourism nationally, said Benfield. That 1999 data is from the Travel Industry of America and was confirmed in 2013 by Mandala Research LLC, he said.

On average, 33 percent of Americans want to shop when perusing tourist destinations, he added, so competition for attention can be fierce.

Randy Fiveash, director of the Connecticut Office of Tourism, and officials at the Central Connecticut Regional Tourism District confirmed that many cultural tourist organizations are partnering to maximize marketing and package "experiences" — though

Continued

Q&A

Tourist sites must focus on 'epic' experiences

Q&A talks about changing tourist consumer behavior with Jerry Henry, president and CEO of H2R Market Research, a Springfield, Mo., firm specializing in travel and leisure research.

Q: You recently spoke at the Connecticut Tourism Conference in Hartford about how consumer social behavior is changing, which is having a big impact on tourism. What were some of the key points you got across?

A: For decades the primary reason people traveled or visited attractions was to go out and have some fun together with family and friends. But, today people can socialize on social media from their Lazy Boy. Throw in a big screen TV and a video game system, and many feel they don't need to leave home at all.

Digital social connectedness is powerful. And, it can either be the travel industry's best friend or biggest competitor. Getting people off the sofa requires a pretty epic experience. Mediocre destinations or attractions are not enough to get people to leave the Lazy Boy.

More U.S. residents report visiting attractions than who travel for leisure each year, 82 percent vs. 74 percent. Interestingly, Millennials (those aged 18-34 years) are more likely to visit an attraction (33 percent of all households) than they are to travel for leisure (27 percent).

The most successful destinations are providing epic guest experiences, keeping their guest experiences fresh, eliminating pain points (e.g. dirty restrooms, rude employees, etc.) and listening to their visitors.

Nearly two-thirds of attractions' visitation comes from repeat visitors (63 percent). Theme parks/amusement parks, zoos/animal attractions, large-format screen theaters and family entertainment centers tend to attract the highest ratio of repeat visitation.

Q: What is the Millennial market like when it comes to tourism? Not to generalize too much, but are they more experiential in their travels?

A: Oh my, yes. Whereas Boomers grew up collecting "stuff" (and storing it in their attics and mini storage facilities), Millennials (and now Boomers too) much prefer collecting experiences. It's all about creating memories. But, Millennials demand travel experiences on their terms. They are adept at using systems to find the very best deal and they frown upon paying for

packaged services they don't use. Millennials continue to reshape the travel and tourism market space.

Q: In your experience, what are some of the things that are done wrong when it comes to marketing tourism?

A: 1. Continuing to "describe" travelers in demographic terms rather than actually digging deeper and getting to know the traveler and the needs that motivate or inspire them to visit your destination;

2. Targeting the "average visitor" rather than the consumer niches that comprise the whole, e.g. girlfriends traveling together, multigenerational travel, people who travel alone, etc;

3. Monitoring the path to purchase each mission-critical segment of prospects take to convert into visitors;

4. Using generic terms and activities to describe the destination rather than differentiating around the unique benefits that make the destination different from every other place on earth.

Q: What are some of the trends coming in tourism marketing? What are some of the most effective tools going to be for attracting tourists?

A: 1. Big data and predictive analytics working in combination with CRM (customer relationship management) are still growing in importance, e.g. targeting specific customer households (and prospects) based upon algorithms defined from patterns of behavior;

2. Leveraging brand advocates — Identifying raving fans and arming them with information to help organically extend your marketing reach among the friends and followers they influence;

3. Experience management — The guest experience is becoming the marketing. That is, customers willingly post great comments about great guest experiences, which arguably does the marketing for you. Conversely, bad experiences get broadcast too, perhaps even faster.

4. Looking further down the road you may also include virtual reality to help pre-sell the destination or artificial intelligence that

Continued

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Hartford Yard Goals

Largest tourist attractions in Connecticut

(Ranked by estimated 2015 attendance)

Rank	Attraction	2015 attendance	Employees/ Volunteers	Description	Top executive(s)	Year founded
1	Foxwoods Resort Casino 350 Trolley Line Blvd. Mashantucket, CT 06338 800-369-9663; www.foxwoods.com	12,833,043	6,500	Hospitality, entertainment, gaming, retail, dining, golf, spa and hotel	Felix D. Rappaport	1992
2	Mohegan Sun 1 Mohegan Sun Blvd. Uncasville, CT 06382 888-MOHEGAN; mohegansun.com	7,300,000 (1)	6,735	Entertainment, gaming, dining, shopping, hotel, spa, meetings and conventions	Ray Pineault	1996
3	Riverfront Recapture 50 Columbus Blvd. Hartford, CT 06016 860-713-3131; www.riverfront.org	951,458	96 (2) 1,987	Variety of events and recreational activities	Michael Zaleski	1981
4	Mystic Aquarium 55 Coogan Blvd. Mystic, CT 06355 860-572-5955; www.mysticaquarium.org	662,224	250 300	Underwater worlds and creatures including beluga whales, penguins and more; interactive experiences, exhibits and animal adventures	Stephen M. Coan	1973
5	Elizabeth Park Conservancy 1561 Asylum Ave. West Hartford, CT 06117 860-231-9443; www.elizabethparkct.org	500,000	5 1,000	Grounds include the oldest municipal rose garden, recreational areas, facilities and more	Christine M. Doty	Park 1897, Conservancy 1977
6	The Maritime Aquarium at Norwalk 10 N. Water St. Norwalk, CT 06854 203-852-0700; www.maritimeaquarium.org	459,829	125 337	Exhibits sharks, seals, sea turtles, jellyfish, river otters and other animals native to Long Island Sound and its watershed; study cruises, educational programs and IMAX movie theater	Brian Davis	1988
7	Connecticut Science Center 250 Columbus Blvd. Hartford, CT 06103 860-724-3623; www.ctsciencecenter.org	332,000	143 (3) 44 (3)	Science-based museum, educational and tourism venue	Matt J. Fleury	2009
8	Bushnell Park (4) P.O. Box 230778 Hartford, CT 06123 860-232-6710; www.bushnellpark.org	300,000	23 (5)	Weekly tours of the Soldiers and Sailors Memorial Arch, and several other monuments in a 38-acre park, including the Corning Fountain, Spirit of Victory and the Horace Wells monument	Mary Zeman	1854
9	Connecticut's Beardsley Zoo 1875 Noble Ave. Bridgeport, CT 06610 203-394-6565; www.beardsleyzoo.org	280,000	40 (6) 120	300 animals representing primarily North and South American species; South American rainforest with aviary, prairie dog exhibit, farmyard; hoofstock trail featuring bison, pronghorn, deer, café, picnic grove, indoor carousel	Gregg Dancho	1922
10	Mystic Seaport 75 Greenmanville Ave. Mystic, CT 06355 860-572-0711; www.mysticseaport.org	258,829	350 600	Maritime museum featuring historic tall ships, a working preservation shipyard, a re-created seafaring village, exhibits and more	Stephen C. White	1929
11	Yale University Art Gallery 1111 Chapel St. New Haven, CT 06510 203-432-0600; artgallery.yale.edu	221,000	132 (7) 32 (7)	Oldest college art museum in America, and the third oldest in the world; holds more than 200,000 objects	Jock Reynolds	1832
12	Quassy Amusement & Waterpark 2132 Middlebury Road Middlebury, CT 06762 203-758-2913; www.quassy.com	220,000	N/A	Family amusement and waterpark on Lake Quassapaug with more than two-dozen rides and attractions	George Frantzis II	1908
13	Toyota Presents Oakdale Theatre 95 S. Turnpike Road Wallingford, CT 06492 203-269-8721; specialevents.livenation.com	176,649	35	Year-round concert venue and event space for graduations, weddings, parties, proms, galas, meetings and more	Natalie Krohn	1954
14	Essex Steam Train & Riverboat (Valley Railroad Co.) 1 Railroad Ave. Essex, CT 06426 860-767-0103; www.essexsteamtrain.com	170,000	200	Narrated steam-train and riverboat excursion, weekend Essex Clipper Dinner Train, seasonal excursions, sunset cruise, fall foliage and Christmas trains such as North Pole Express and Santa Special	Kevin Dodd	1971
15	Yale Peabody Museum of Natural History 170 Whitney Ave. New Haven, CT 06511 203-432-5050; www.peabody.yale.edu	145,000	77 337	Jurassic-age dinosaur skeletons from the Peabody's paleontology collections, Rudolph Zallinger's mural "The Age of Reptiles"; exhibits on ancient Egypt, early man, CT geology, CT birds, minerals and meteorites	David Skelly	1866
16	Brownstone Exploration and Discovery Park (8) 161 Brownstone Ave. Portland, CT 06480 866-860-0208; brownstonepark.com	130,000	225	Outdoor adventure sports park for all abilities and ages; rock climbing, wakeboarding, kayaking, snorkeling, cliff jumping, scuba diving, "Survivor-style" competitions, zip lines, swimming, floats, trails; groups, lessons and rentals	Sean Hayes	2009
16	Powder Ridge Mountain Park & Resort (8) 99 Powder Hill Road Middlefield, CT 06455 860-349-3454; powderridgepark.com	130,000	225	Resort for all ages; skiing, snowboarding, tubing, mountain biking; rental and lodging facilities, cafeteria, lockers, shops; lessons, annual leasing programs, group discounts, school and corporate groups; new restaurant coming soon	Sean Hayes	2012
18	Historic Ship Nautilus and Submarine Force Museum 1 Crystal Lake Road Groton, CT 06349 860-694-3174; www.usснаutilus.org	125,639	7 33	U.S. Navy's official submarine museum with tours of the Nautilus, the first nuclear-powered submarine	Gretchen Marion Reginald Preston	1964
19	The New Children's Museum 950 Trout Brook Drive West Hartford, CT 06119 860-231-2824; www.thechildrensmuseumct.org	110,000	50 135	Science, nature, and creative learning center; planetarium, wildlife sanctuary, and a wide array of innovative, hands-on exhibits and educational programs	Michael Werle	1927

Source: Each attraction via survey, Connecticut Office of Tourism. Notes: N/A = not available or not applicable. Lake Compounce of Bristol declined to participate in the survey.
(1) Average annual attendance.
(2) 15 full-time and 81 seasonal employees.
(3) Data from FY 2014 Form 990.
(4) Run by the Bushnell Park Foundation.
(5) Bushnell Park Foundation reported 23 employees with no compensation on FY 2013 Form 990.
(6) 32 seasonal employees.
(7) Data from 2015 survey.
(8) Powder Ridge is part of Brownstone Exploration and Discovery Park; 2015 attendance and employee figures were reported as one company.
—Compiled by Stephanie R. Meagher.

To view the full list, please visit HartfordBusiness.com

Cultural Tourism

he could not say exactly how many nonprofits and businesses do so.

“It used to be, years ago, people would ‘windshield travel’ — see pretty things, and look out the window, and say, ‘Isn’t that nice,’ but now they want to experience [places they visit],” Fiveash observed. “They want to experience art, attractions, the beaches, not only just look at it but be a part of whatever it is.”

Stephen F. Hard, chairman of the central tourism district, said the increase in partnering is no surprise because of limited resources. He is also executive director of the Greater New Britain Arts Alliance.

Central Regional Tourism District Executive Director Anne Orsini added that customers and patrons welcome the effort.

“It’s something we are regularly doing, finding those

partnerships within the different attractions we represent,” she said. “It makes it very easy for the potential visitor to say, ‘Oh, wow, everything’s done for me,’ because it can be intimidating, if you are not familiar with the area.”

At the Mark Twain House, Executive Director Cindy Lovell says her organization, which has a history of teaming up with others, is working with the Essex Steam Train and Riverboat to host an evening riverboat tour with whiskey and cigars on its “Becky Thatcher” riverboat. Becky Thatcher is a character from “Tom Sawyer.”

Like other organizations, Lovell said, the Mark Twain House wants people to stay longer in the area when they come, not just come to Hartford and leave.

“With a boat named Becky Thatcher, we should have been ‘on’ this years ago,” Lovell said. “It’s just such an obvious connection.” ■

Q&A: Henry

uses digital computer intelligence to identify key patterns even faster.

Q: How much of the market is mobile nowadays? In effect, are people hitting their destinations and then planning on apps? Or, is there more planning done on home computers before hitting the road?

A: Yes and yes. There is more research occurring everywhere — be it searching for deals, reading travel reviews or searching for calendars of events; people are going online to research before,

during and even after their trips.

According to John Thomas of Media Storm, more searches now originate on mobile devices than on desktop computers. In my experience, this is because mobile is now eating into searches conducted at home, which used to be conducted by desktop or laptop and are also used in the destination after arriving.

And, according to the Fuel Hotel Marketing Insights Report, 31 percent of hotel prospects have used at least one mobile app when planning travel in the past year. ■

For \$1.15M, GHAR buys ex-CTfastrak home in W. Hartford



PHOTO | CONTRIBUTED
The former home to Heublein Inc.'s R&D and the Crowley Chevrolet dealership at 430 New Park Ave.

The Greater Hartford Association of Realtors has acquired a two-story West Hartford office building that was formerly a car dealership to relocate its headquarters from elsewhere in town.

GHAR paid \$1.15 million for the 24,000-square-foot professional building at 430 New Park Ave., on the West Hartford/Hartford border.

Goman + York Property Advisors represented the Realtors' association in the sale and will serve as the property's leasing broker; broker-principal Andrew Filler, of Avison Young, represented seller New Park Avenue Associates.

Built by Heublein Inc. in the late 1980s to house its liquor research and development operations, car dealer Ken Crowley acquired it in the early 2000s, to expand his Chevrolet dealership. It most recently housed administrative headquarters for the state's CTfastrak bus rapid-transit system.

GHAR is currently housed at Corporate Center West, 433 South Main St.

Its new home will include a classroom area as well as 6,000 square feet on the second floor for GHAR administrative staff and tenants, GHAR 2016 Board President Joanne Breen said.

"The location has excellent highway access to I-84 and ample parking for members, future tenants, and their customers," Breen said. "This-up-and-coming area on the north side of the 'home design district' is a great fit for the association and we are excited about the transition."

According to buyer's broker Tom York, GHAR plans major renovations to reconfigure the building to accommodate paid office and/or retail tenants in 12,000 square feet of first-floor space that was once a showroom. The site also offers ample free parking.

The space offers high open ceilings and tile flooring and can be used for retail or loft-style offices, York said. Improvements will include installation of a new atrium wall in the lobby.

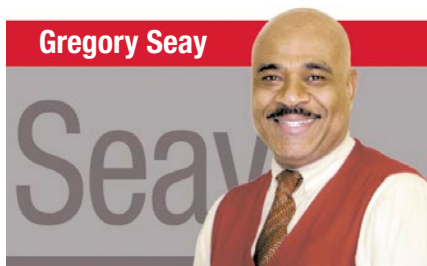
WBDC's Hartford sublease

The Women's Business Development Council of Connecticut (WBDC) has opened a satellite Hartford office in downtown's CityPlace I, 185 Asylum St.

WBDC has sublet about 1,000 square feet of office space from law firm McCarter & English LLC through an "in-kind" arrangement, said the firm's Managing Partner Eric Grondahl.

WBDC senior program manager

Gregory Seay



Amanda Allen and program specialist Courtney Gotshall will staff the office.

WBDC CEO Fran Pastore, along with several state lawmakers and others, are scheduled to attend a May 25 ribbon-cutting for the office.

WBDC's mission is cultivating female business leaders and strengthening the economy of the state.

\$650K Meriden sale



PHOTO | LOOPNET.COM
300 Research Parkway, Meriden.

An empty, three-story building on Meriden's Research Parkway has sold for \$650,000, brokers say.

Hills Realty Management LLC bought the 35,020-square-foot building on 4.77 acres at 300 Research Parkway in early February from Joseph Barker Enterprises, according to seller's broker Colliers International. Cushman & Wakefield represented the buyer.

Tradeport space available

Three contiguous warehouse-flex suites totaling 26,500 square feet are available at the New England Tradeport, near Bradley International Airport.

According to landlord Griffin Industrial Realty, the 600-acre complex straddling the Windsor-East Granby border has available two 10,000-square-foot suites, plus a single 6,500-square-foot suite.

The suites offer 22-foot clear ceiling heights; five expandable docks and one drive-in door.

Windstream's E. Hfd. space

Arkansas' Windstream Communications has leased 4,366 square feet of flex space on Roberts Street in East Hartford, brokers say.

The voice- and data-communications provider in early February signed a lease for space at 111 Roberts St. with landlord David Associates, according to landlord's broker Colliers International. ■

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.

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ESPN's The Undeclared aims for rebirth

By Ahiza Garcia,
CNNMoney

“You may encounter many defeats, but you must not be defeated.” That quote from Maya Angelou serves as the basis for ESPN's new website, The Undeclared, which has already faced its share of defeats.

The Bristol sports giant's website, which launched May 17, explores the intersection of sports, race and culture. It has been live since August 2013, but had published fewer than 20 stories under the leadership of columnist Jason Whitlock. The Undeclared floundered until Whitlock was replaced in June 2015.

Now, under the leadership of Editor-in-Chief Kevin Merida, the site hopes to take off — and live up to its name.

The site's target audience is black male sports fans between the ages of 18 and 35. However, Merida is adamant about attracting strong engagement and generating interest across all demographics.

One of the first stories on the site will look at how Cleveland Browns quarterback Robert Griffin III was anticipated to be the epitome of the black quarterback and how the role was actually filled by Carolina Panthers QB Cam Newton.

The site will rely heavily on multimedia reporting and will feature “Spike Lee Lil' Joints” — short sports videos.

It aims to provide a different narrative to its audience with a mix of long- and short-form articles. Merida, a former reporter and editor at the Washington Post who was hired in November, has created several features that will be recurring fixtures on the site.

“Uplift” will provide daily tales of inspiration. A section called “Show Me the Receipts” will fact check famous or prominent people who claim to have been great athletes in college or high school. “You Got 99 Words” will be a moderated section that allows people to give their take on an issue in 99 words.

It's considering a basketball version of the HBO Sports reality show “Hard Knocks.” ■



Kevin Merida, Editor-in-Chief, The Undeclared

from page 1

States want sales-tax fix

Sullivan wants Airbnb — and is currently negotiating with the company — to collect and remit the state's 15 percent lodging tax from its Connecticut customers, a levy that currently brings in about \$100 million annually from hotels and other brick-and-mortar lodging businesses in the state.

The negotiations, though currently limited to one company, are part of a broader effort by Sullivan and other state officials to collect money they feel Connecticut is owed from online companies that sell to Nutmeg State residents and businesses. It's also a way, Sullivan said, to level the playing field for Connecticut-based businesses that already collect sales, hotel and other taxes.

The Airbnb talks also come as Connecticut lawmakers, many of whom are averse to further tax hikes on in-state companies and residents, continue to stare down billion-dollar budget deficits in the coming years.

Sullivan estimates the state could reap \$125 million or more per year if online companies collect and remit sales taxes on goods and services they sell in Connecticut.

“When you're in a situation like this, you want to be sure you're collecting [tax revenues] that you're supposed to collect,” Sullivan said in an interview. “It's never a question of whether these sales are taxable. It's only a question of who pays and collects the tax.”

Though the confidential Airbnb negotiations hadn't yielded an agreement as of last week, the nonpartisan Office of Fiscal Analysis has already baked an additional \$1 million in lodging-tax revenue into its latest projections for the coming fiscal year, which it released May 4, indicating OFA assumes a deal will get done.

Sullivan said he didn't provide OFA with the \$1 million revenue estimate. He also declined to discuss specifics of the Airbnb talks.

But any resulting agreement could include a pledge from the state not to pursue Airbnb for disputed back taxes, while Airbnb could

pledge to collect and remit the lodging tax moving forward.

That would be similar to the deal the state hatched with Amazon in 2013, except the Seattle-based company also agreed to build a \$50 million distribution center in Windsor.

It's not clear if Airbnb would be required to establish a physical presence in the state, which would make it easier for Connecticut to legally levy sales taxes on the company's in-state transactions.

Broadening the tax horizon

Sullivan is pursuing Airbnb on his own accord, but this year he urged the state legislature to help him target a much broader array of remote companies.

Legislation proposed in February, which died in the Senate during the regular session, would have required all out-of-state retailers with a certain level of receipts from Connecticut customers — the bill didn't set a figure — to collect and remit sales tax. As of press time, it was not clear if legislators, who were in special session late last week,

might include that language in the budget implementer bill for fiscal year 2017.

The concept of taxing companies based solely on their economic activity in a state, rather than more historically common factors such as local property or payroll, is called “economic nexus.” It's a controversial concept that's already been adopted in Alabama, South Dakota and several other states.

Businesses argue that it flies in the face of a 1992 Supreme Court precedent set in Quill v. North Dakota, which said a state could not collect sales and use tax from a company that didn't have a physical presence in the state.

Sullivan and his fellow reformers don't dispute that fact, but they argue both the High Court and Congress have failed to provide states with a sales-tax solution for a modern age, where e-commerce sales have grown to nearly \$342 billion per year in the United

States. Virtually no one was shopping online at the time of the Quill decision, which came just one year after the first public website was published.

Sullivan said sales tax economic nexus wouldn't be a windfall for the state, but it would be fairer for businesses here.

“It gives us a stronger hand in terms of arguing for collection and remittance in the state of Connecticut,” he said.

Game of chicken

Through their expansion of economic nexus, state governments are almost daring the Supreme Court to reassess the Quill decision, said Paul Graney, a partner at accounting firm Marcum LLP who has Connecticut clients.

More than half of states have already applied the economic nexus principle to their corporate income tax laws, including Connecticut in 2009. That's when the General Assembly passed a law that required remote companies that sell more than \$500,000 in goods and services to Connecticut customers to pay corporation tax.

But expanding that concept to sales tax is especially bold, Graney said, because that's the specific levy the Quill ruling addressed. Graney said the mounting trend of sales tax economic nexus is “the next step in overaggression by the states,” adding it's a burden for companies with nexus in multiple states to collect and remit sales tax, particularly because some states, though not Connecticut, also allow for local and county-level taxes.

He summed up the political calculus for states seeking to assign tax nexus to remote companies this way: “First, I'm taxing a company that isn't in my state, so there is no one to complain I'm hurting in-state businesses,” he said. “Next, I get free money without having to provide any services at the state or local level.”

Alan Lieberman, managing partner at Hartford law firm Shipman & Goodwin, said state governments were further emboldened by a message last year from Supreme Court Justice Anthony Kennedy, who expressed hope that an appropriate case would emerge for the High Court to reexamine the Quill decision and a previous ruling on which it relied.

Kennedy made those remarks during a ruling last year on a Colorado sales-tax law.

Many, including Sullivan, believe Alabama's law could be the one the court finally decides to review. ■

► **‘It's never a question of whether these sales are taxable. It's only a question of who pays and collects the tax.’**

Kevin Sullivan, Commissioner,
Department of Revenue Services

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House, Senate pass bills affecting wide-ranging CT industries

By Matt Pilon

mpilon@HartfordBusiness.com

Throughout the legislative session, Hartford Business Journal tracked a host of bills that could impact private industry.

Here's a brief overview of six bills that passed the House and Senate and are awaiting approval by Gov. Dannel P. Malloy as of May 12.



S.B. 351: Doctor noncompetes

The bill sets limits on physician non-compete agreements and allows non-hospital entities, such as independent practice associations, to establish medical foundations to employ doctors.

Under the bill, noncompetes cannot restrict a doctor's competitive activities for more than one year and beyond a 20-mile radius for the primary site the doctor practices.

Hospitals protested the bill, arguing that noncompetes protect their investments in training new doctors. The Office of Fiscal Analysis, which analyzed the potential financial impacts of the legislation, said UConn

Health may have to provide inducements to keep new physicians and could lose some revenue if patients follow physicians who leave for nearby private practice.

H.B. 5591: Creates government-administered retirement program

This bill creates a retirement savings plan for employees of Connecticut companies that don't offer one. It requires employers to automatically enroll most employees, though workers can opt out. The plan would be administered by a quasi-public board of directors that would contract with financial institutions to manage the funds and charge administrative fees to participants.

The bill faced opposition from the financial-services sector. Legislators ultimately opted to remove traditional IRAs, which have pre-tax contributions, as an option in the plan. Gov. Dannel Malloy earlier this month threatened to veto the bill if it didn't contain caps on fees and open up fund management to multiple private firms, among other changes.

H.B. 5636: Apprenticeship tax credit for 'S' corporations

This measure allows small manufacturers and other employers registered as "S" corporations to claim a \$7,500 tax credit for each apprentice they hire.

The credit has been pursued intently in recent years by business owners who say it

would defray their costs of training and paying apprentices. It, too, would level the field for them to compete for and retain talent against larger "C" corporations like Pratt, GE and Electric Boat that have had access to apprenticeship tax credits for some time.



H.B. 5510: Regulates electric-vehicle charging stations

This bill creates new requirements for owners of publicly available charging stations for electric, zero-emission and fuel-cell electric vehicles. Owners of charging stations would be required to register them annually with the Department of Motor Vehicles for a \$50 fee.

The DMV would also be required to regularly track and publish data on the number of electric vehicles in the state. Owners of charging stations that charge driver fees would be required to provide multiple payment options. Legislators also sought to remove some uncertainty by stating that owning a public charging station doesn't automatically subject an owner to utility-like regulation.

H.B. 5425: Boosting brownfield redevelopment

This bill allows the Department of Economic and Community Development to certify speciality nonprofit land banks designed to acquire,

remediate and redevelop contaminated brownfields through agreements with municipalities.

As nonprofits, the brownfield land banks could access grants currently unavailable to private developers, and they would not be required to pay state and local taxes on property they acquire or on income they derive from it. Municipalities would be allowed to forgive delinquent property taxes for land acquired by a land bank.

S.B. 445: Studying digital infrastructure for industries



This bill would convene a working group to study the anticipated digital infrastructure needs of the healthcare, insurance, education and research industries. That study would include access to data centers and high-speed broadband, the potential benefits of building out such infrastructure, and the means to encourage that development.

An earlier version of the bill, which was opposed by the telecom industry, called for a task force to develop a strategic plan for the private development of an ultra-high-speed broadband network to support the various industries. ■

PHOTOS | HBJ FILE



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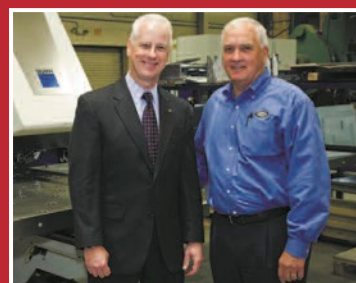
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from page 1

Montreal a major threat

Costs to Operate a Corporate Back-Office (based on a hypothetical employer with 125 workers and 30,000 square feet of space)

Labor Costs	Hartford	Stamford	New York, N.Y.	Boston	Montreal	Springfield, Mass.
Weighted Average Annual Earnings	\$47,709	\$50,259	\$52,956	\$49,220	\$32,459	\$48,954
Annual Base Payroll Costs	\$5,963,625	\$6,282,375	\$6,619,500	\$6,152,500	\$4,057,375	\$6,119,250
Fringe Benefits	\$2,325,814	\$2,450,126	\$2,581,605	\$2,399,475	\$1,095,491	\$2,386,508
Total Annual Labor Costs	\$8,289,439	\$8,732,501	\$9,201,105	\$8,551,975	\$5,152,866	\$8,505,758
Electric Power Costs	\$156,045	\$170,057	\$146,075	\$182,482	\$47,980	\$154,692
Office Rent Costs	\$680,075	\$786,316	\$1,183,534	\$938,346	\$528,045	\$643,985
Amortization and Sales Tax Costs	\$1,293,402	\$1,293,402	\$1,300,060	\$1,293,139	\$1,316,113	\$1,293,139
Corporate Travel Costs	\$94,079	\$100,628	\$129,009	\$121,338	\$70,376	\$70,056
Total Annual Geographically-Variable	\$10,513,040	\$11,082,904	\$11,959,783	\$11,087,280	\$7,115,380	\$10,667,630

SOURCE: THE BOYD CO.

American markets, the report said.

A hypothetical company with 125 workers in 30,000 square feet of leased space could operate roughly 15 percent cheaper — when salaries, rents, energy costs and taxes are factored in — by locating in Hartford than in Boston or New York.

Hartford's \$10.5 million in sample overhead costs for that hypothetical employer also drew favorable comparisons in the Boyd report against larger U.S. cities such as Chicago, San Francisco and Newark, N.J.

Even neighboring Springfield, Mass., had higher annual overhead, at \$10.7 million, for the hypothetical employer. Stamford was higher still, according to Boyd data, at \$11.1 million annually.

The Boyd report offers somewhat of a counterargument to the conventional thinking that Connecticut's high costs of doing business make the state unattractive.

While the report doesn't say Connecticut is a cheap place to operate (of the 45 U.S. and international cities surveyed by Boyd, Hartford ranked 12th most expensive), it can offer companies with back-office operations a competitively-priced office environment, particularly compared to nearby, higher-cost locales.

Higher taxes and state financial uncertainty, however, could erode that advantage.

Call centers

Joel M. Grieco, executive director for office brokerage at Cushman & Wakefield in Hartford, said the Boyd survey reinforces the message commercial brokers have long tried to communicate about Hartford as a commercial relocation destination.

"They highlight exactly what Hartford's advantage can be when you talk about companies like JPMorgan and State Street, which are looking for low-cost places to relocate people while looking for a skilled workforce," Grieco said. "From an office-rent perspective, Hartford is a bargain."

Call centers, like the one CareCentrix operates downtown and the former one in Windsor operated by American Airlines, too, are back-office examples, Grieco said.

Another advantage for Connecticut is its open, embracing culture, according to John Boyd, a second-generation principal at The Boyd Co., which over the years has been a relocation advisor to a number of Connecticut companies he declined to name.

Also, layoffs that have occurred, or that

are pending, at several Hartford insurers and some Hartford area banks over the years have made hundreds of skilled workers available to fill openings locally just as employers in New York and other cities are looking to relocate their back-offices, Boyd said.

Local perspective

Hartford's ranking in the Boyd survey also was no surprise to the MetroHartford Alliance's Insurance & Financial Services cluster, which actively promotes and supports that sector's economic development and jobs growth in the region.

"We've always believed that, both in the data and the anecdotes we have," said Susan Winkler, the cluster's executive director. "It's nice to have it validated."

Not only does Hartford possess a rich pool of insurance and financial-services workers, Winkler said, but Connecticut leads the nation in direct underwriting of life insurance premiums. This state, too, ranks No. 2, she said, in underwriting all other forms of insurance.

Moreover, she said, the state, and Hartford in particular, are beneficiaries of a number of academic-corporate partnerships aimed at lifting the education and training of the local workforce.

Strengthening the talent pool, Winkler said, makes Hartford even more attractive for companies and industries that can successfully leverage those skills.

"That's a competitive advantage for us," Winkler said.

Competitive challenges

A risk to Connecticut's attraction as a back-office locale compared to its higher-cost neighbors is the state's ongoing fiscal crisis and the threat of future tax increases.

According to Boyd, many of Connecticut's insurers, manufacturers and other businesses with the ability to move headquarters and operations elsewhere have been intently watching the outcome of the state's budget deliberations, with eyes on the impact to their bottom lines.

While tax increases have been avoided this legislative session, future deficits loom over the state legislature.

Boyd said his Connecticut clients were particularly worried over discussions last year about imposition of a corporate unitary tax as well as higher income levies on the state's wealthiest households.

It was concern about a unitary tax and the state's long-term fiscal health, among a host

of other factors, that played a role in General Electric's decision to uproot headquarters from Fairfield and relocate several hundred highly paid, executive posts to Boston.

Hartford health insurer Aetna, which voiced dissatisfaction with how lawmakers dealt with last year's budget deficit, has also been courted by Boston.

Northern threat

Connecticut, though, had been in the running when Boston's State Street Bank and New York investment bank Morgan Stanley were eyeing new back-office locations, Boyd said. Ultimately, both chose a north-of-the-border location, Montreal, Canada, he said.

Montreal is emerging high on companies' relocation short-lists and, according to Boyd Co. data, it's not hard to see why. Quebec's capitol is almost a third less expensive than Hartford for companies to operate, when pay and benefits, rent, energy, corporate travel and other related costs are counted.

Montreal's cost index is way under those for San Francisco, New York City, Boston, even Atlanta.

"You're competing with Montreal more than you realize," said Boyd, whose father founded the location consultancy in 1975. "Montreal offers a five-year personal income-tax exemption for company managers to come from New York, Boston and Hartford."

Montreal wasn't on the site list for Opportunity Buying, a family-owned Bronx, N.Y., retail enterprise that recently announced plans to relocate headquarters, operations and about 15 workers by summer into a 56,000-square-foot Danbury building that's triple the size of its existing quarters.

"We've been looking for several years," said Opportunity Buying's Vice President Eveline Gottesman, who with her brother runs the 25-year-old enterprise that resells closeout merchandise and excess inventory. "When we found the building in Connecticut, it seemed to fill all our requirements."

The move will allow Opportunity to consolidate operations currently spread among several New York City locations into the Danbury site, Gottesman said.

The company considered New York sites in Westchester County and Rockland County, but ruled them out as too expensive, she said.

"Cost," Gottesman said, "is always a major factor when you're thinking about doing business."



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May 23, 2016

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FY 2014 SUMMARY

	2014	2015
Total Employees	8	8
Total Assets	\$44,652,862	\$44,117,330
Total Liabilities	\$688,782	\$526,271

REVENUES

Contributions & Grants	\$2,881,243	\$966,723
Program Service Revenue	\$0	\$0
Investment Income	\$2,755,734	\$3,001,323
Other	\$36,715	\$39,628
TOTAL	\$5,673,692	\$4,007,674

EXPENSES

Grants	\$1,085,720	\$1,043,002
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$606,457	\$648,071
Fundraising Fees	\$0	\$0
Other	\$997,661	\$887,772
TOTAL	\$2,689,838	\$2,578,845
MARGIN	\$2,983,854	\$1,428,829

TOP PAID EXECUTIVES (FY 2014)

	Base Salary	Total Compensation & Benefits
James Williamson , President	\$124,408	\$142,399
Robert Trojanowski , Vice President & CFO	\$83,172	\$115,443

SOURCE: GUIDESTAR IRS 990 TAX FORM



Pictured (from left) are: Jason Elkhay; Greg Stump; Justine Rakich-Kelly; and Rosalie Roth.

improving facilities at the Camp's Farmington location, including renovating the Early Learning Center and installing a new handicap accessible bathroom.

...

Ädelbrook Behavioral and Developmental Services in Cromwell received a **\$2,000** grant from **Community Foundation of Middlesex County/Sari A. Rosenbaum Fund for Women and Girls**. The grant will provide iPads and electronic readers for girls and young

...

women with Autism Spectrum Disorder within Middlesex County.

The **Children's Law Center of Connecticut** was awarded a **\$15,000** grant from the **Hartford Evergreen Masonic Lodge** at the Lodge's monthly meeting in South Windsor. The funds will support the three programs of the Children's Law Center, which protect the rights of indigent children whose parents are involved in contentious family law disputes of divorce, custody and visitation.

...

Camp Courant received a **\$130,000** grant from the **Hartford Foundation for Public Giving**. The funds will go to

Berkshire Bank Foundation will provide **\$38,000** to **Habitat for Humanity** affiliates as part of its Hockey4Housing partnership with NESN's coverage of the Boston Bruins. The Hartford Area Habitat for Humanity is one of 12 locations that will receive a portion of the funds. In addition to the financial support, bank employees will help build Habitat for Humanity homes in communities across New England where Berkshire has an office.

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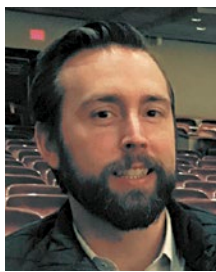
Christine LeVasseur



David Bobrowski



Jon Lindblom



Patrick Langevin



Andrea McKay



Gayle Watterworth



Grant Crawford

Chelsea Groton Bank names Glastonbury retail loan originator

Christine LeVasseur recently joined Chelsea Groton Bank as a retail loan originator at the bank's lending center in Glastonbury. LeVasseur will work with clients throughout Connecticut and Rhode Island for traditional mortgages, first-time homebuyer and affordable lending programs, as well as refinancing and home equity loans.

LeVasseur previously held similar retail lending positions at United Bank and Savings Institute Bank & Trust of Willimantic, working closely with real estate agents, financial planners and attorneys throughout eastern Connecticut.

Erland Construction announces business development director

Erland Construction has hired **David Bobrowski** as director of business development for its western region. Bobrowski will be based in the company's Hamden office and seek business opportunities in the construction industry.

With more than 30 years of experience as an energy specialist, Bobrowski has industry connections with developers, state and local government

officials, corporate decision-makers, architects and other professionals throughout the state.

Prior to joining Erland, Bobrowski was an energy specialist for World Energy in Cromwell.

Thrivent Financial names financial representative in South Windsor

Jon Lindblom has joined Thrivent Financial as a financial representative with the organization's South Windsor office. Lindblom offers comprehensive financial strategies and products.

Before joining Thrivent Financial, Lindblom worked at Window World of CT, The Cheviot Corp. and Gerber Scientific.

Bushnell Center for Performing Arts names individual giving liaison

Patrick Langevin recently joined The Bushnell Center for the Performing Arts as its individual giving liaison. He will focus on developing new relationships and deepening existing relationships with The Bushnell's donors.

Langevin comes to The Bushnell with more than 12 years of experience working in the Broadway community in New York City, most recently as a

business representative for United Scenic Artists, where he was an intermediary among producers, artists and agents to resolve labor disputes.

Miss Porter's School appoints chief advancement officer

Christine Pina will join Miss Porter's School in Farmington as chief advancement officer on July 1.

Pina comes from the University of Hartford in West Hartford, where she has served as vice president for institutional advancement since 2011.

In her five-year tenure, total annual philanthropy nearly doubled at the university.

Integrated Compliance Solutions Group adds two new hires

Hartford-based Integrated Compliance Solutions Group LLC, a national financial services regulatory compliance consulting firm, has hired **Gayle Watterworth** as vice president of investment compliance and due diligence and **Andrea McKay** to its compliance consulting team.

Watterworth's primary responsibility will be leading the firm's due diligence practice group.

Watterworth brings more than 25 years of ex-

perience in investment, regulatory and legal aspects of registered and unregistered financial services products. Prior to joining ICSGroup, she was the head of alternative investments due diligence at MassMutual Financial Group.

McKay is responsible for researching regula-

tions and regulatory guidance; drafting regulatory updates; and developing ICSGroup's internal compliance tools. Previously, McKay held several legal internships, including at Allied World Assurance Co.

QU professor re-elected VP of member affairs of engineering society

Grant Crawford, professor of mechanical engineering in the School of Business and Engineering at Quinnipiac University, has been re-elected vice president of member affairs of the American Society for Engineering Education, a national engineering education organization that covers all engineering disciplines.

Crawford will remain on the ASEE board of directors and the board's executive committee.

He will chair the membership policy committee, oversee the functions of ASEE's geographic zones and sections, serve on the society's diversity and long-range planning committees, and lead one of several strategic teams.

Crawford joined Quinnipiac in 2014. He is a retired Army colonel and former director of the mechanical engineering program at the U.S. Military Academy at West Point.

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LABOR FORCE

Population (2010-14)	
2000	5,283
2010	5,642
2014	5,592
2020	5,776

Educational attainment (2010-14)			
Persons age 25 or older		Town %	State %
High school graduate	1,047	26%	28%
Associate's Degree	469	12%	7%
Bachelor's or more	1,430	35%	37%

GOVERNMENT	
Government form	Selectman-Town Meeting
Total revenue (2014)	\$17,440,464
Per capita tax (2014)	\$2,493
as % of state average	92.4%
Total expenditures (2014)	\$17,099,670
Total indebtedness (2014)	\$6,933,541
as % of expenditures	40.5%
per capita	\$1,254
as % of state average	54.1%
Annual debt service (2014)	\$0
as % of expenditures	0.0%
Equalized net grand list (2014)	\$760,025,199
per capita	\$137,412
as % of state average	95%

ECONOMICS

LABOR FORCE

Labor Force (Residence)	3,212
Employed	3,048
Unemployed	164
Unemployment Rate	5.1%

TOP 5 GRAND LIST

Company	Amount	% of Net
City of Bristol	\$18.3M	2.40%
Connecticut Light and Power Inc.	\$8.1M	1.10%
Pickett Brook Properties	\$3.7M	0.48%
Supreme Industries	\$2.4M	0.31%
AJT LLC	\$2.2M	0.31%

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EDITORIAL

Budget battle messaging shapes November elections

Some media outlets expressed surprise last week when Senate GOP Leader Len Fasano lashed out against the Connecticut Business & Industry Association for backing the Democrat's fiscal 2017 budget.

While it's unusual for a Republican leader to publicly go after Connecticut's largest business lobby (both tend to be fiscally conservative and pro-business in their policy positions) the motives behind the outburst make perfect sense.

For Fasano, it's all about positioning Republicans for the November elections. If the minority GOP wants to gain a majority in the House or Senate it must market itself as a better, more fiscally conservative steward of state finances. A no tax increase budget that significantly slashes spending — and gains business-community support — makes the Republican pitch a slightly harder sell.

Fasano's chief complaint was that CBIA was backing a \$19.76 billion budget that failed to make the structural reforms necessary to prevent an unending wave of future deficits — a trend that has plagued the state in recent years.

"CBIA's bar has been lowered so much that any budget without direct tax increases is all they need to claim victory," Fasano said. "I believe the people and businesses of our state deserve better."

CBIA CEO Joseph Brennan countered that while the budget may be imperfect, any plan that reduces short- and long-term spending and doesn't raise taxes again is a good one, particularly in the wake of two historic tax hikes since 2011.

Both Fasano and Brennan are accurate in their characterizations of the budget issue. The spending plan negotiated between majority House and Senate Democrats and Gov. Dannel P. Malloy will help close a nearly \$1 billion projected deficit in fiscal 2017 without raising taxes, but still leaves behind billion-dollar deficits in fiscals 2018 and 2019, according to the nonpartisan Office of Fiscal Analysis.

Some of the budget cuts will create permanent, long-term savings and help lower out-year deficits, but others are more fleeting. For example, the budget requires Malloy to find more than \$200 million in undefined savings, according to the Connecticut Mirror. Republican calls for spending and bonding caps were also ignored.

Democrats are also slashing government spending without offering a larger vision for how the state will be able to get out of its economic quagmire. But they are playing smart election-year politics by shying away from another round of tax hikes, and instead relying on a more fiscally conservative spending plan.

Republicans are hoping fed-up taxpayers will head to the voting booth this November with the 2011 and 2015 Democrat-imposed tax increases — and the threat of future tax hikes — fresh on their minds.

At stake are majorities in both the House and Senate, of which Democrats currently control by 87-64 and 21-15 majorities, respectively. All 187 seats are up for grabs this year.

For its part, CBIA had little power to control the budget negotiations and it would be unwise for the group to blast Democrats in a year they actually showed some fiscal restraint. Its members, however, are cautiously aware of the continuing budget pressures Connecticut faces as growing debt costs threaten the state's fiscal outlook. Businesses will demand further structural reforms in 2017.

Fasano, too, did what he felt was necessary to differentiate his party from the Democrats.

The spat between CBIA and Fasano didn't signify a split between the business community and GOP. It was simply a show of political theater during a tense and important election year. ■

OTHER VOICES

What if the great 'reform' is actually already here?

By Chris Powell

Connecticut's former and sometime Republican U.S. senator and governor, Lowell P. Weicker Jr., told the Connecticut Post the other day that Donald Trump's capture of the party's presidential nomination may be the "last act" of the party's destruction nationally, leading to "total reformation" of the party.

Maybe. But Trump's ascendance may be that reform already, and since polls show him running competitively against the likely Democratic nominee, Hillary Clinton, in the decisive states of Ohio, Florida and Pennsylvania, the demise of the Trumpian Republican Party is no sure thing.

Yes, Trump's success suggests that the Religious Right's influence in the party has been greatly exaggerated. His reference during the campaign to "two Corinthians" when he meant "Second Corinthians" was among his big gaffes, but it did him no more harm. He embodies an entire environment without fear of God or even concern for ordinary decency. But no matter — the candidate of the Religious Right, Texas Sen. Ted Cruz, was easily turned aside even in the Bible Belt.

Meanwhile, the candidates from the presumably sane section of the party — Jeb Bush, Marco Rubio, Chris Christie, and John Kasich — only divided it fatally.

Disparaged as they may be by respectable news organizations, the major grievances of Trump supporters are legitimate: illegal immigration and the political establishment's calculated devaluation of citizenship; the disastrous failures of U.S. foreign policy; and the steady decline in incomes. In response to these grievances Trump has gotten away with offering only demagogic nonsense because little else is on offer.

No wall along the Mexican border would be

necessary under a government that enforced immigration law against employers. But Trump prefers the wall because it lets him vilify powerless foreigners instead of powerful citizens.

Trump's foreign policy is merely incoherent rage: "America first" except when certain foreign powers are so repugnant that he wants to nuke them.

As for incomes, no one more than Trump has used a system of cronyized government credit and corporate welfare that has pushed wealth upward.

But no matter again, for reveling in his vile-ness, Trump even more than Bernie Sanders has captured the political mood — a contempt so complete that people feel exempted from responsibility even for their own place in public life.

It's not hard to see what caused this contempt — the exploitation of most basic institutions of government by their supposed custodians, from government employment to finance to education and medical care, undertakings where service to the public has become secondary, service to self primary, and elected officials have done nothing to reverse the trend.

Democrats have "reformed" too. They have managed to become the party of both Wall Street and the slob culture, of corporate and individual welfare. To try to win a pass from the masses for delivering the economy into a new Gilded Age of plutocratic consolidation, the Democrats promise free college tuition for students who never master high school, encourage racial and ethnic minorities to think that their lagging has nothing to do with their own lack of effort, and righteously contrive constitutional rights for any sexual oddity no matter how trivial its grievances nor how

much it tramples on social conventions.

So not only has the country's political health collapsed. Its basic social health is collapsing as well under waves of drug addiction and suicide.

Yes, what if the political "reform" is already here — not just with Trump and the Republicans but with Clinton and the Democrats too? What if politics has reformed the people themselves out of their virtue? ■

Chris Powell is managing editor of the *Journal Inquirer* in Manchester.

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HARTFORDBUSINESS.COM POLL

Will Democrats' \$19.7B budget hurt or help CT's economy?

- ☐ Hurt
- ☐ Help
- ☐ Negligible impact

To vote, go online to HartfordBusiness.com.

Last week's poll results:

Do you have confidence state lawmakers will avoid tax hikes in 2017?

3.8% Yes
96.2% No



Send Us Your Letters

The Hartford Business Journal welcomes letters to the editor and guest commentaries for our opinion pages. Electronic submissions are preferred and welcome at: editor@HartfordBusiness.com.

Personal questions that build business relationships

By Ken Cook

We talk about the importance of relationships in business. Truth be told, it's the foundation for success, be it in sales, leadership or just getting along with co-workers and doing your job.

A relationship develops when two people get to know each other and connect with each other on some level beyond just a surface acquaintance. The connection's strength is dependent on the depth of knowledge, understanding and trust that is built up over time.

To facilitate the "getting to know you" process, consider the questions listed below. These are not normal questions usually asked in a business environment. After all, business is business and the conversations should be about the business issues at hand.

Relationships though are immune to the context of business or personal. A relationship is a relationship, regardless of context. These questions go beyond the fact-finding of a sales call. They go beyond the familiarity



Ken Cook

that is built around jobs and what you do. They go beyond the superficial conversations about sports, hobbies and vacations.

These questions reflect your curiosity and interest in the other person. What makes these questions work is that they intentionally cause someone to reflect on their response, so you get to learn more about them as a person — what's important, their values, etc.

As you consider the questions, think about how you might respond to them. Your level of comfort with a question indicates the degree that you will share more of yourself.

The best way to get to know someone is for you to share with them and for them to share with you. Together, you share more of yourselves — a strong foundation towards a good relationship. Here are the questions:

1. You can choose any three people with whom to have dinner. Who would you choose?
2. At the end of the day you are smiling because it was a good day. What made it a good day?
3. You are a member of Marvel Comics' The Avengers. What's your super power?
4. For one meal you are instilled with the skills and creativity of the finest chef in the world. What would your menu include?
5. What's your dream vacation, even if it

► **The best way to get to know someone is for you to share with them and for them to share with you. Together, you share more of yourselves — a strong foundation towards a good relationship.**

6. From where do you get your news?
7. Who's your favorite musical artist? Second favorite? Third favorite?
8. Who was your favorite teacher? What made them your favorite?
9. How long have you and your oldest friend known each other?
10. What's your favorite social-media platform, if any?
11. What sinful dessert would you eat every time, given the opportunity?
12. What is your favorite book of all time? Author? Movie? TV show?
13. What TV show do you watch that you want no one to find out about?

These questions could surprise someone, especially in a business setting. Timing when to ask them is important. Obviously when business topics are on the table it's not appropriate to ask about someone's favorite book or meal.

However, when meeting someone new, one of these questions could be a great ice-breaker, and could go a long way to generating an engaging and informative conversation. It's also interesting to ask a question of someone you have known for awhile. It can take the relationship to a new level of strength and understanding.

And, be willing to share of yourself to the same depth you are asking of the other person. The objective is to really get to know each other. When each party has a deeper understanding of the other person, the business discussions become so much more open. ■

Ken Cook is the co-founder of How to Who and co-author of How to WHO: Selling Personified, a book and program on building business through relationships. Learn more at www.howtowho.com.

BIZ BOOKS

Keys to building successful, profitable alliances

"Finding Allies, Building Alliances: 8 Elements That Bring — and Keep — People Together" by Mike Leavitt and Rich McKeown (Jossey-Bass, \$29.95).

Real-life examples bring the effects of collaboration on mission and productivity into clear focus — and action. Surescripts, formed by two competitors, created an electronic-prescription highway. GEOSS, a global coalition of companies and countries, shares information about changes on the planet from scientific observation stations throughout the world.

How did these organizations and others make 1+1=3? The authors found eight common threads that created a strong collaborative rope: 1. **"Shared common pain."** Problems cross corporate, governmental and institutional boundaries. Self-interest and common interest intersect to create win-win.

Organizations become collaborators when they recognize they cannot solve a common problem on their own. They need to pool competencies and share resources to solve the problem and minimize risk.

2. **"A convener of stature."** A value alliance needs an organization or individual that commands respect from various audiences. When they speak, others listen because the convener's reputation defines expectations of trust and fairness — and results.

The convener needs the finesse of diplomacy to define the problem in terms of common interest, focus vision, secure true commitment and manage egos and conflicts. The collaboration is a "new" business. The



Jim Pawlak

convener must create an operational structure and a system of accountability.

3. **"Representatives of substance."** You need the right people. That starts with decision-makers. Participants sending low-level people to the meetings are not fully invested. You need to blend in thinkers — those who have the competencies needed to clarify issues, alternatives and actions. Above all, you need people who follow through.

The authors also point out that value alliances walk a fine line when it comes to alliance size. You can't include everyone. Choose wisely (i.e. those sharing the greatest common pain).

4. **"Committed leaders."** Beyond the convener, the diplomat and subject matter experts, the value alliance needs people who can sell ideas, build consensus and teach people about the critical nature of the problem. Matchmakers are needed, too, because the alliance's actions will involve using non-alliance resources and knowledge.

5. **"A clearly defined purpose."** Provide an easy-to-understand and accurate summary of what the value alliance intends to accomplish. Initially, the purpose statement can be used as a "trial balloon to

► **Successful collaboration requires a structured and disciplined methodology — just as running a successful business does.**

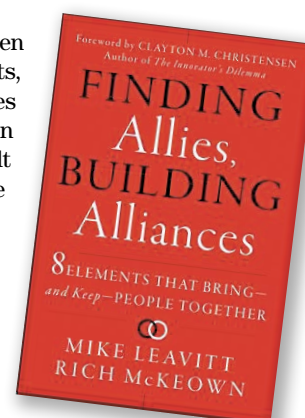
see who it attracts." When the alliance initially meets, the statement undergoes vetting through discussion and debate. The end result becomes the keystone of the alliance's charter.

Stay true to the purpose. "Collaborations experience purpose creep — an inexorable broadening of scope that eventually makes it impossible to relieve the common pain that drew the group together in the first place."

6. **"A formal charter."** A charter does more than formalize commitment to purpose. It defines how the alliance will work — organization, operations, time frames and decision-making. It also deals with the participants' financial skin in the game.

While self-interest and common interest intersect in value alliances, the charter also deals with information sharing and the protection of proprietary information.

7. **"The northbound train."** Progress must be made or participants will get off the



train. When they leave, the remaining participants will question whether the alliance has the horsepower to reach its goals.

To maintain engagement and momentum, it has to reach its milestones on time. The authors suggest using the One Page Project Manager to keep things on track. The method devises a timeline for each step and designates responsibility for tasks.

8. **"A common information base."** Participants need to know the playing field is level. Information-sharing and transparency go hand-in-hand. Keeping people informed of what's happening and what's next helps them articulate their roles.

The authors' message: Successful collaboration requires a structured and disciplined methodology — just as running a successful business does. ■

Jim Pawlak is a nationally syndicated book reviewer.

ACCOLADES & MORE



Pictured (from left) are: H. Scott Phelps, president of the Connecticut Convention & Sports Bureau; Charles Beckman; Eugene Doris; Carolyn Thomas; Africka Hinds; Walter Veselka; Tim Webb; and Paul Robertson, chair of the Connecticut Convention & Sports Bureau.

OF NOTE

SIX RESIDENTS HONORED FOR BOOSTING CT CONVENTION INDUSTRY

Six state residents have been honored with "2016 Bring It Home Awards" from the Connecticut Convention & Sports Bureau for their contributions to making the state a successful meetings, convention and major sports events venue.

The award recipients included:

- Hartford residents Africka S. Hinds and Carolyn M. Thomas of Alpha Kappa Alpha sorority, for bringing AKA's 85th North Atlantic Regional Conference to the Connecticut Convention Center in Hartford, March 30-April 3, 2016;
- Guilford resident Charles B. Beckman, president of the Connecticut Model A Restorers Club, for bringing the club's New England meet to the Mystic Marriott Hotel & Spa in Groton in Sept. 18-20, 2015;
- Old Lyme resident Walter E. Veselka and Enfield resident Tim Webb of the New England Chapter of the American Public Works Association, for bringing the 2016 APWA North American Snow & Ice Conference to the Connecticut Convention Center in Hartford, this coming May 22-25, 2016;
- Fairfield resident Eugene P. Doris, the athletic director for Fairfield University, for bringing the 2016 NCAA Division 1 Women's Basketball Regional to the Webster Bank Arena in Bridgeport, March 26-28, 2016.

...

BOYS & GIRLS CLUBS OF HARTFORD CEO SELECTED FOR INAUGURAL LEADERSHIP SUMMIT



Samuel S. Gray, Jr.

Samuel S. Gray, Jr., president and CEO of the Boys & Girls Clubs of Hartford, has been selected to participate in a new year-long leadership development program called the Leadership Summit. The program will begin in June 2016 with a collaborative educational experience designed by Harvard Business School Executive Education and Boys & Girls Clubs of America.

S&S WORLDWIDE CLEANS UP COLCHESTER



► Colchester-based S&S Worldwide recently held its eighth annual "Clean to the Green" event. Over 60 S&S associates volunteered to pick up litter around Colchester, in honor of Earth Day and Arbor Day. The groups filled 20 large garbage bags, doubling their amount of pickup from last year.

S. WINDSOR CHAMBER HOSTS BUSINESS AND EXPANSION AWARDS



► The South Windsor Chamber of Commerce recently held their annual Business and Expansion Awards at Maneeley's Banquet Facility in South Windsor. At the event, local businesses were recognized and awarded for expanding their companies within the past year. Business awards were also presented to four outstanding businesses. Kellner Plumbing & Heating (whose employees are shown in the photo) was named Business of the Year.

ROBINSON+COLE SPONSORS HARTFORD STAGE'S 'HAVING OUR SAY'



► As a production sponsor, Hartford law firm Robinson+Cole held a private reception prior to the Hartford Stage performance of "Having Our Say: The Delany Sisters' First 100 Years." During the reception, Stephen E. Goldman, managing partner of Robinson+Cole, presented a \$2,500 check to Lou Golden, president and CEO of Junior Achievement of Southwest New England. Pictured (from left) are: Michael Stotts, managing director of Hartford Stage; Goldman; Golden; and Christine E. Bromberg, partner at Robinson+Cole.



*Wishes to Thank;
all the guests, supporters & partners!*



*JKS 1st Annual Technology Symposium was successfully held on April 15, 2016 at Maneeley's Grand Ballroom,
Hope to see you all at our 2nd Annual Technology Symposium which we have already started planning for May of 2017.*



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